

**2007-2008 Action Plan
Year-End Results Summary**

During the 2007-2008 fiscal year, Thomas Nelson made significant improvements across the College and laid important groundwork for further institutional improvements and successes in 2008-2009, through the achievement of many significant goals. The goals established for FY 2008 were dynamic and aggressive, and challenged the entire College community to reach new heights.

The modified planning process framework developed in September of 2006 has continued to result in a more streamlined, interactive and efficient reporting process. The College's 2007-2008 goals are more focused than ever and have been refined to compliment current needs. Linkages to *Dateline 2009* have been also enhanced. The planning process continues to be refined with greater emphasis on the importance of full compliance with *Comprehensive Standard (CS) 3.3.1 - Institutional Effectiveness*.

The table below summarizes the preliminary 2007-2008 goal achievement results. Representing eighty-three (83) goals, the following data supports an overall achievement rate of 87% for Thomas Nelson's 2007-2008 Action Plan.

Preliminary 2007-2008 Goal Achievement Statistics		
Achievement Status	N	Percent Achieved
Goal Exceeded	11	13%
Goal Achieved	45	54%
Goal Partially Achieved	16	20%
Goal Not Achieved	11	13%
Total Goals	83	100%
Goal Achievement Rate		87%

These preliminary results highlight the broad success Thomas Nelson has achieved over the past year. The final **2007-2008 Year-End Closeout and Evaluation Report** will be released in September 2008. The Closeout and Evaluation Report will include the year-end results as well as a detailed review of improvements realized and lessons learned as part of an on-going evaluative process summarizing the College's effectiveness in achieving its mission within the context of the **2005-2010 Strategic Plan**. The report will also link the 2007-2008 achievements to the goals established for the 2008-2009 Action Plan. These additional assessments of TNCC's performance will provide evidence of, and full compliance with, the institutional effectiveness requirements mandated by the Southern Association of Colleges and Schools.

Thomas Nelson Community College
2007-2008 Action Plan Year-End Results

Goal 1: Enrollment - the VCCS must serve at least 16,000 new students by 2009.

- 1.1 Increase annual headcount enrollment by at least 3.5% from 14,170, to 14,666.

Results: Goal Not Achieved. The annual headcount enrollment for FY 2008 declined from 14,170 in FY 2007 to 13,932 in FY 2008, a 1.6% decrease. Enrollments at the Historic Triangle campus increased from 2,264 in FY 2007 to 2,482 in FY 2008, an increase of 9.6%.

- 1.2 Increase annual FTEs by 3% from 5,461 to 5,625.

Results: Goal Partially Achieved. Annual FTES increased from 5,461 in FY 2007 to 5,540 in FY 2008, a 1.4% increase. Historic Triangle campus FTES increased from 412 in FY 2007 to 457 in FY 2008, an increase of 10.9%.

- 1.3 Increase annual "tuition generating" enrollments by 3% from 10,709 to 11,030. These enrollments exclude dual, contract and miscellaneous credits such as cross-registrations, senior citizens.

Results: Goal Exceeded. Annual "tuition generating" enrollments increased approximately 5.3% over FY 2007 from 10,709 to 11,280.

- 1.4 Develop at least two new credit programs that respond to emerging, critical workforce needs.

Results: Goal Achieved. In FY 2008, a Dimensional Control program was developed by modifying the A.A.S. in mechanical engineering technology to include a new elective course that meets industry standards. Two new Career Studies Certificates were developed for the process operators and machine technicians at Canon, Inc. and a pilot group of 15 students entered the program in Summer 2008.

- 1.5 Develop a minimum of four certification programs that enhance job skills and provide college credit for certifications.

Results: Goal Partially Achieved. Career Studies Certificates (CSC) were developed in Communication Design in Interactive Media, and Electronics Production and Electronics Maintenance Technician for Canon, Inc. Maintenance Technicians. A CSC in Dimensional Controls is under development.

- 1.6 Implement at least five new distance learning courses and increase distance learning course enrollments by 10%.

Results: Goal Exceeded. Eighteen (18) new distance learning courses were developed in FY 2008. In FY 2007, 6,070 students (1,171 FTES) enrolled in 275 distance learning courses compared to 7,432 students (1,437 FTES)

enrolled in 352 courses for FY 2008; a 21% increase in headcount and 22.7% increase in FTES.

- 1.7 Review and revise 20% of curricula and courses in light of benchmarks, statewide standards, nationally recognized standards, and the needs of local business and industry.

Results: Goal Achieved. Twenty percent of the curricula and courses were reviewed with over 175 curricular changes and additions.

- 1.8 Expand by 10% the number of credit course sections offered in a non-traditional time (weekend, 5 pm and later) over the FY 2007 academic year.

Results: Goal Not Achieved. Credit course sections offered declined by 5% from 796 sections in FY 2007 to 753 sections in FY 2008.

- 1.9 Maintain 100% of enrollment (160 students) in the TRIO Program for 2007-2008.

Results: Goal Achieved. TRiO program enrollment was maintained at 160 students or 100% for FY 2008.

- 1.10 Establish a TNCC Southeast Center in partnership with Achievable Dream High School and Newport News school district to expand access to educational opportunities for the citizens of Southeast Newport News.

Results: Goal Exceeded. In August 2007, the Southeast Higher Education Center, in association with An Achievable Dream Middle and High School and the Newport News Public School System, was established offering evening and weekend courses. Enrollment grew from 68 students in Fall 2007 to 191 for Spring 2008, a 181% increase. The Southeast Center also offered summer courses enrolling 23 students for a total FY 2008 enrollment of 292 students.

- 1.11 Increase by at least 5% the number of students who participate in self-service on-line registration over Spring 2007 levels from 5,534 to 5,811.

Results: Goal Exceeded. The number of students who used on-line registration services for Spring 2008 was 6,468, an increase of 17% over Spring 2007.

- 1.12 Increase by 25% the number of students who pay tuition and fees on-line based over Fall 2006 levels.

Results: Goal Achieved. The number of students paying online increased from 1,668 in FY 2007 to 2,335 in FY 2008, a 40% increase.

- 1.13 Implement the "intermediate" stage for establishing an on-line Virtual Advising Center to facilitate students' ability to receive personalized attention and make decisions with limited face-to-face contact. "Intermediate" is a VCCS defined basic strategy providing on-line student assistance.

Results: Goal Achieved. The College created an On-line Virtual Advising Center for the Intermediate Level of Service Delivery. IT implemented a security certificate for the Remark Survey and tracking system, allowing students to request an appointment with an advisor and/or Counselor. During Summer 2008, the On-Line Virtual Advising Center will be evaluated for effectiveness and student usage.

- 1.14 Provide support for online services to students, faculty, and staff that are available 24 hours a day, 7 days a week.

- Provide or improve at least two additional online student support services, as defined by the VPSA/VPAA that will increase the use of online services for student registration.
- Provide technology support to improve online enrollment and testing for distance learning courses.

Results: Goal Achieved. A number of IT enhancements were implemented in support of student services: 1) The E-Compass Online placement testing system was rolled out in December 2007; 2) Kiosks were installed and are being used in the Welcome Center to facilitate on-line registration; 3) iTunes U-podcasting was implemented in January 2008 to enhance delivery of educational instruction; and 4) Help Desk operation coverage was expanded.

- 1.15 Deliver streaming instructional media to student computers in library and expand availability for complete faculty and student access at on- and off-site locations.

Results: Goal Achieved. Four Imacs were installed and an authentication system created. A streaming media web page was created and 48 titles are available for faculty use, with an emphasis on streaming media that support Nursing and English courses.

- 1.16 Upgrade 15 new classrooms using Smart Boards, projectors and document camera.

Results: Goal Achieved. Classroom upgrades were completed and 10 new projectors were installed to replace older projectors.

- 1.17 Complete development of the Distance Learning Preparation Program for Faculty.

Results: Goal Achieved. This project was funded through the VCCS Chancellor's E-Learning Enhancement and Development Grant. The course was offered in June 2008 on a pilot basis to 20 full-time and part-time faculty at TNCC and will be repeated in Fall 2008.

- 1.18 Partner in at least two grant opportunities to improve technology curricula and enhance enrollments.

Results: Goal Achieved. TNCC partnered with Northern Virginia Community College, Germanna and Southwest Virginia Community Colleges to develop the Teaching Online Project (TOP) for distance instructors. In addition, two new partnerships were developed with: 1) UVA's College of Engineering on a National Science Foundation Science, Technology, Engineering, and Mathematics (STEM) Talent Expansion Program Grant to expand the number of African Americans who complete the associate's degree in engineering and transfer to a four-year university; and 2) New Horizons Regional Education Center to develop an academy for high school students interested in STEM career pathways with funding from the Governor's Career and Technical Academy Grant.

- 1.19 Implement Blackboard (Bb) Version 7.2.

Results: Goal Achieved. More than 722 Blackboard courses and 13,000 students were loaded since the implementation of Version 7.3.

- 1.20 At least 90 % of full-time faculty and 50% of adjunct faculty will complete Blackboard training to deliver or augment their courses and effectively utilize Blackboard in their courses.

Results: Goal Partially Achieved. Seventy-three (73) full-time faculty (68%) and 109 (32%) adjuncts attended an on-campus Bb 7.3 training workshop in FY 2008.

- 1.21 Continue to develop and implement aggressive public relations and marketing campaigns targeted to meet TNCC's annual student headcount and FTE enrollment goals for FY 2007-2008.

Results: Goal Achieved. Public Relations and Marketing executed a multi-faceted marketing campaign (online, print, radio, and TV) to enhance enrollment, targeting 18-21 and 24-45 year olds. In FY 2008, five direct mail campaigns and 108 press releases (with a 90% placement rate) were developed and 1,158 TV spots, 793 radio spots, and 33 print ads for the Hampton and Historic Triangle campuses and Southeast Center were placed. In addition, 28 media interviews for TV/radio and print were conducted and four live radio broadcasts to promote the Southeast Center and the Hampton campus' Open Houses and Homecoming were conducted. New market segments were reached using MySpace, Facebook and YouTube.

- 1.22 Continue implementation of College's branding program for both the Hampton and Historic Triangle campuses through June 30, 2008.

Results: Goal Achieved. Public Relations and Marketing created 18 print ads for the Hampton campus, 10 for the Historic Triangle campus and three for the Southeast Higher Education Center. Additionally, eight media interviews for TV/radio and print were conducted, and live radio broadcasts were held at

the Southeast Center and the Hampton campus to promote Open Houses and Homecoming.

- 1.23 Develop and implement direct mail campaign to encourage students to enroll in targeted academic programs and/or participate in special College initiatives including honors program, book circles, and international studies programs through June 30, 2008.

Results: Goal achieved. Produced numerous posters, as well as online and email information to promote the Faculty Colloquium, Study Abroad, PTK, concerts, and plays on campus. Communicating college-wide events through print ads, direct mail and email broadcasts generated increased participation from students, faculty, and staff.

Goal 2: Workforce Training – *By 2009 the VCCS will increase annual participation in workforce programs and services from 125,000 to 225,000 individuals - expanding its reach by 80%.*

2.1 Increase enrollments for contract credit courses by 7% from 2,608 to 2,791.

Results: Goal Achieved. Annual headcount was 4,055, an increase of 55% over FY 2007.

2.2 Increase FTEs for contract credit courses by 7% from 494 to 529.

Results: Goal Achieved. The contract credit FTES were 752.5 for FY 2008, an increase of 52% over FY 2007.

2.3 TNCC will have increased the number employers served by training activities by 15% from 798 to 918.

Results: Goal Achieved. Workforce development served 1,057 employers in FY 2008, a 32% increase over FY 2007.

2.4 At least 15% of businesses referred by the Virginia Department of Business Assistance (VDBA) in the Peninsula region will have selected TNCC as their training partner for start up or expansion activities.

Results: Goal Achieved. TNCC is working with 5 of 6 companies referred by VDBA, an 83% success rate.

2.5 Increase contract and non-credit enrollments by at least 15% for workforce training from 10,492 to 12,065.

Results: Goal Exceeded. Contract and non-credit enrollments were 12,687 for FY 2008, a 21% increase.

2.6 Increase by 10% enrollments in career pathways from 584 to 642 by working with the Virginia Peninsula Tech Prep Consortium.

Results: Goal Exceeded. Career pathway enrollments increased by 127% from 584 to 1,329.

2.7 Increase career pathway programs by 10% from 32 to 35.

Results: Goal Exceeded. The number of career pathway programs increased from 32 to 41, a 28% increase.

Goal 3: Graduation, Retention, Placement Rates – *To expand its capacity and provide greater economic opportunity, by 2009, the VCCS will rank in the top ten percent in the nation with respect to graduation rates, retention and job placement.*

- 3.1 Initiate or upgrade at least one engineering technology lab to current standards.

Results: Goal Not Achieved. Efforts to achieve this goal were not realized due to lack of funding.

- 3.2 Continue to implement its QEP efforts through Communities of Learning (COLs). A minimum of 18 cohorts with at least 300 students will participate in COLs during FY 2007-2008.

Results: Goal Not Achieved. In Fall 2007, 67 students enrolled in seven Communities of Learning (COLs) and for Spring 2008, 101 students enrolled in three COLs. The COLs are being restructured for both developmental and Career Clusters in an effort to improve enrollment and participation.

- 3.3 Expand by 50% student participation in the Honors Program at the Hampton Campus over Spring 2007 levels from 41 to 62.

Results: Goal Partially Achieved. In Spring 2008, 55 students enrolled in the Honors Program compared to 41 students enrolled in Spring 2007, a 34% increase.

- 3.4 Institute the Honors Program at the Historic Triangle Campus.

Results: Goal Achieved. Faculty at the Historic Triangle campus offered honors options in eight classes in Fall 2007 and seven classes in Spring 2008. The first Historic Triangle students applied for admission to the honors program in Spring 2008.

- 3.5 Expand Early Alert Math Program by 100% on the Hampton campus from 3 to 6 Developmental Math sections based on an assessment of the FY 2007 Pilot's overall effectiveness in collaboration with the Math Department.

Results: Goal Not Achieved. The Early Alert Math Program was not expanded resulting from a re-examination of the 2007 Pilot Program data.

- 3.6 Expand the athletic and wellness programs by developing one intramural sport, one team event, and two increased individual wellness opportunities for the TNCC campus.

Results: Goal Achieved. Held intramural volleyball and basketball tournaments and implemented flag football team in Fall 2007. Offered two "Walk-to-Win" wellness activities during Spring and Summer 2008.

- 3.7 At least 80% of graduates who register for employment services at the TNCC Career Center via e-Recruiting and desire employment will be working in their fields within 180 days after graduation.

Results: Goal Partially Achieved. Of the FY 2007 TNCC graduates, a total of 212 graduates registered in e-Recruiting and 142 or 67% are employed in their occupational field.

- 3.8 100% of new full-time faculty and 50% of new adjuncts will be mentored in their first year at TNCC.

Results: Goal Achieved. All new faculty and adjuncts were assigned mentors during the academic year.

- 3.9 Participate in the Virginia Council for International Education (VaCIE) faculty exchange program; continue a Costa Rica Program; establish program development and approval processes for study abroad; develop one additional study abroad program; and become involved in the Association of International Educators and Community College for International Development.

Results: Goal Achieved. One faculty member was chosen to participate in the VaCIE exchange program with an instructor from the Netherlands. Nine students and two faculty participated in a biology field trip to Nicaragua in Spring 2008 and TNCC joined the Association for International Education. Membership in the Community College for International Development was not pursued due to the organization's focus on economic development, not travel.

- 3.10 Develop an approved list of programs that qualify as Master Teacher Programs and provide funding for at least five full-time faculty to attend a program.

Results: Goal Achieved. Programs identified include the Master Teacher Program at Hampden Sydney University and the Virginia Consortium of Higher Education Summer Institute on College Teaching held at the College of William and Mary. Twenty (20) full- and part-time faculty attended the Teaching Online Project (TOP) program for distance learning faculty in June 2008 and were subsequently certified as VCCS distance instructors.

- 3.11 Expand the number of graduate students employed at TNCC via the Chancellor's Faculty Diversity Initiative over FY2007 levels.

Results: Goal Achieved. Thirteen (13) graduate students in FY 2008 taught courses in Chemistry, Biology, Mathematics, Nursing, and Physics as part of the Chancellor's Faculty Diversity Initiative, a 17% increase over FY 2007.

3.12 Increase the student graduation rate from 12% to 14%.

Results: Goal Not Achieved. Graduation rate declined from 12% to 10.1% for 2005-2006. Graduation rates are reported two years prior to the actual academic year. Efforts for the 2007-2008 academic year will not be reported until 2009-2010.

Goal 4: Transfer to 4-Year Colleges and Universities – *The VCCS will triple the number of graduates who successfully transfer to four-year colleges and universities by 2009.*

- 4.1 Enroll at least 15 students each semester in the William & Mary co-enrollment program.

Results: Goal Partially Achieved. Twelve (12) students for Fall 2007 and 13 students for Spring 2008 met the criteria for enrollment in the William and Mary co-enrollment program. TNCC served 100% of students who applied and qualified.

- 4.2 Secure one new co-enrollment program and/or uniform guaranteed admission agreement with a regional college/university.

Results: Goal Exceeded. TNCC secured co-enrollment agreements with the Art Institute of Washington (Commercial Art), Old Dominion University (Social Science Specialization in Teacher Education), and the University of Maryland-University College.

- 4.3 Create at least two joint marketing/advertising initiatives with 4-year regional Colleges/Universities by November 30, 2007.

Results: Goal Achieved. Radio campaigns were developed promoting the Engineering transfer program with Old Dominion University and the University of Virginia.

- 4.4 Create articulation and transfer program marketing media (such as a brochure) and distribute/ communicate to students during the academic planning process. Information will include how to link into the "transfer website" that informs users of transferable coursework from TNCC to a state-supported 4-year institution.

Results: Goal achieved. Ten radio and TV spots, five print ads and a Transfer Agreement brochure were developed in collaboration with Student Affairs to market transfer agreements with four-year institutions.

Goal 5: Affordable Tuition – *VCCS tuition will not exceed half of the average cost to attend a public four-year institution in the Commonwealth.*

- Goal #5 – Affordable Tuition (N/A)

Goal 6: Dual Enrollment with High Schools – *By 2009 the VCCS will triple the number of high school students who take college courses and receive college credits, raising the number from 14,000 to 45,000.*

6.1 Increase dual enrollment by 3% over FY 2007 levels.

Results: Goal Not Achieved. Dual enrollment FTES declined 6% from 325 in Fall 2007 to 305 in Fall 2008. Dual enrollment headcount also decreased 26% from 2,132 in Fall 2007 to 1,571 in Fall 2008. These declines are attributed primarily to implementation of college placement testing and increases in the percentage of tuition paid. Despite the decline, the number of 11th and 12th grade students participating increased 8% from 1,345 in FY 2007 to 1,629 in FY 2008.

6.2 Implement a targeted communications and advertising campaign to support College's FY 2007-2008 dual enrollment goals.

Results: Goal achieved. A marketing campaign aimed to reach the dual enrollment segment included a direct mail campaign, three live radio broadcasts, five print ads and 7,000 View Books. This marketing campaign contributed to the significant increase in dual enrollments from 973 enrollments in 2004 to 2,132 enrollment in FY07, a 119% increase.

Goal 7: Private Funding – *By 2009 the VCCS will become more proactive in securing private support to ensure its capacity to respond to the needs of the Commonwealth. Collectively, the VCCS foundations will double their holdings, moving from \$75 to \$150 million.*

- 7.1 Expand Foundation Board membership from 18 to 23 members with a majority of new members representing the Historic Triangle area.

Results: Goal Achieved. The Foundation added five new members during FY 2008 with the majority representing the Historic Triangle area.

- 7.2 Launch Major Gifts Annual Campaign.

Results: Goal Partially Achieved. The Annual Campaign raised \$227,503 with unrestricted funds equaling .03% of the total.

- 7.3 Launch Capital Campaign in January 2008.

Results: Goal Partially Achieved. TNCC Foundation Board hired a firm to conduct a campaign feasibility study starting July 1, 2008. This feasibility study will assess the College's readiness for launching a major Capital Campaign.

- 7.4 Increase external grant proposals submitted by 20% over FY 2007 levels from 33 to 40.

Results: Goal Exceeded. A total of 42 new and renewal grant proposals were successfully submitted through June 30, 2008, a 27% increase. Grant requests submitted totaled \$6.4M while funding received was \$3.1M.

- 7.5 Provide at least two professional development opportunities for Institutional Advancement professionals and Foundation members.

Results: Goal Achieved. Institutional Advancement staff attended the Council for Resource Development National Conference (Nov. 2007); Virginia Department of Criminal Justice Services Workshop (Jan. 2008); and the U. S. Dept. of Education, Title III Workshop (May 2008).

- 7.6 Advance and secure federal earmark funding to support construction of Academic Student Commons Building for the Hampton Campus.

Results: Goal Partially Achieved. Two new federal earmark proposals were submitted to support: 1) Southeast Higher Education Center (\$800,000 operations and expansion projects); and 2) Dental Hygiene Program (\$900,000 for space/renovation projects). Both proposals were approved by VCCS for submission in the 2008 federal earmark funding cycle. Approval for these proposals is pending.

Goal 8: VCCS Management Goals

- 8.1 Implement AIS Phase II to manage financial data.

Results: Goal Achieved. Phase II is scheduled for completion in 2008 and TNCC is providing the requested support to the VCCS. VCCS is performing the actual implementation.

- 8.2 Implement AIS for Human Resources, based on VCCS project plan.

Results: Goal Deferred. This is a multi-year project. The initial design phase is complete and managed by the VCCS. TNCC is participating in regularly scheduled conference calls and is ready to support the implementation plan pending advice from the VCCS.

- 8.3 Develop Comprehensive TNCC Disaster Recovery and Business Continuity Plan based on existing VCCS and state and local government security standards and recommendations for Disaster Recovery and Business Continuity.

Results: Goal Achieved. The TNCC IT Disaster Recovery and Business Continuity Plan has been published. The plan will be reviewed annually and revised, as needed. IT also completed a pilot for the E2Campus Emergency Alert system in September 2007 and rolled out E2Campus in October 2007. Additionally, Campus Police have taken over responsibility for managing user accounts and issuing alerts, while IT will continue to provide technical support.

Goal 9: Historic Triangle Campus

- 9.1 Maintain construction schedule to realize campus opening for January 2009.

Results: Goal Achieved. Construction for the Historic Triangle Campus is on schedule. The completion date has been revised to April 2009, and classes will be offered beginning Summer 2009.

- 9.2 Finalize comprehensive academic and operational plan to occupy and serve the Historic Triangle Campus by January 2008.

Results: Goal Partially Achieved. The initial goal was established when the College expected construction to begin in August 2007 with completion in December 2008. Due to administrative delays associated with the transfer of the land, the contractor did not receive the Notice to Proceed until November 5, 2007. An initial list of academic programs to be offered at the new campus has been developed and Workforce Development is finalizing an initial list of non-credit programs. Each College division is aware of the areas they will occupy at the new site. Occupancy planning is on track for April 2009.

- 9.3 Continue to advocate for \$5.6 million from Virginia General Assembly to equip first phase building for Historic Triangle Campus scheduled to open January 2009.

Results: Goal Achieved. The College successfully advocated for and received \$5.6M for equipment for the Historic Triangle campus. Funding was approved as part of House Bill 30 on March 14, 2008. The current State budget has provisions to fully fund the first phase of building for the Historic Triangle Campus.

- 9.4 Implement targeted advertising and public relations campaign to promote programs and services offered available to students and the community at the Historic Triangle campus and in support of the College's FY 2008 enrollment goals for the campus by November 30, 2007.

Results: Goal Achieved. Placed 13 print ads, 260 radio spots and scheduled six media interviews and TV appearances targeted to increase Historic Triangle campus enrollment.

- 9.5 Increase by 10% the number of class sections (78) and courses offered (61) at the Historic Triangle Campus which includes W-JCC high school and William & Mary locations over Fall 2006 levels.

Results: Goal Exceeded. During the year, a decision was made to use different section and course baselines because the initial figures included dual enrollment and contract training, which could overstate the availability of classes to students at the Historic Triangle campus. Discounting these two areas, the number of class sections delivered at the Historic Triangle campus increased from 112 in Fall 2006 to 130 in Fall 2007, a 16% increase. The number of courses delivered increased from 58 in Fall 2006 to 67 in Fall 2007, a 15.5% increase.

Goal 10: Institutional Enhancements

- 10.1 Develop and implement an institution-wide retention plan on/or before January 31, 2008.

Results: Goal Partially Achieved. The Retention Committee met throughout the Spring semester and examined quantitative and qualitative data, best practices, and TNCC practices linked to retention. The Committee drafted a recommendation plan in June 2008 that will be approved and implemented during the FY 2008-2009 school year.

- 10.2 Implement Academic Advising Task Force recommendations to enhance retention.

Results: Goal Partially Achieved. In FY 2008, the planning process for a Title III grant to support implementation of the Academic Advising Task Force recommendations was initiated. The process will continue with Title III grant submission projected in FY 2009.

- 10.3 Develop a college-wide institutional effectiveness and assessment plan outlining the responsibilities and expectations for assessment activities including requirements for program review, student learning outcomes, benchmarking and key success indicators to enhance institutional effectiveness by March 31, 2008.

Results: Goal Partially Achieved. Institutional Effectiveness and Assessment Plans were not realized primarily due to the College-wide effort required to successfully complete the College's response to SACS due in April 2008. The College received notification from SACS in July that Thomas Nelson fully complied with Comprehensive Standard 3.3.1 – Institutional Effectiveness. An Assessment framework is in process and work to finalize the College's plan for program review, assessment of student learning outcomes, and key measures of institutional effectiveness will be developed and implemented in 2009.

- 10.4 Hire an Assessment Coordinator by September 30, 2007.

Results: Goal Achieved. A national search was conducted, and an Assessment Coordinator hired in February 2008.

- 10.5 Implement Task Force recommendations associated with and Performance Evaluation Systems and Standing Committee Structures.

Results: Goal Partially Achieved. Performance Task Force Recommendations were presented to the College Council on January 16, 2008. The Task Force on Committees has completed its work and findings/recommendations will be presented at the September 2008 College Council meeting. Implementation of recommendations from both Task Forces is projected for FY 2009.

10.6 Conduct Campus Climate Survey, Spring 2008.

Results: Goal Achieved. The 2008 Campus Climate Survey was conducted in February with a response rate of 41% or 333 faculty and staff. Results were reported at the April College Board meeting, and to the College community at a May 2008 Town Hall meeting. A team of constituent group leaders and representatives (CSSA, Faculty Senate, Mid-Level Managers, and Cabinet) has been convened to address campus climate related issues. Recommendations are planned for FY 2008-2009.

10.7 Develop an effective, institution-wide Crisis Management and Communication Plan in collaboration with all divisions by December 31, 2008.

Results: Goal Achieved. A Crisis Communication Plan was developed September 2007 with input from Public Safety and Information Technology, was tested on March 18, 2008 with a Tornado Drill, and a Freedom of Information Act Workshop was held on April 28, 2008. The Crisis Communication Plan was finalized and incorporated in the Administrative Procedures Manual (APM), Section 7.14.

10.8 Home addresses of 80% of TNCC living graduates since 2003 will be current and listed in the alumni database.

Results: Goal Achieved. 4,600 TNCC graduates have been added to the alumni database since 2003. The database includes 16,000 names and addresses organized according to degree program. The May 2007 mailing resulted in less than 150 delivery returns.

10.9 Home addresses for 85% of all living TNCC retired faculty and staff will be current and listed in the alumni data base.

Results: Goal Achieved. A total of 163 home addresses are listed in the database representing 100% of living TNCC retired faculty and staff.

10.10 Coordinate at least one "Retiree Reunion" event by June 30, 2008.

Results: Goal Achieved. A retiree luncheon was held on April 23, 2008 with 37 attendees. Presentations were made on TNCC initiatives including Historic Triangle campus development and the Southeast Higher Education Center.

10.11 TNCC Alumni Association will meet at least bimonthly in FY 2008 and host at least one Alumni Event by June 30, 2008.

Results: Goal Partially Achieved. The TNCC Alumni Association is active and officer elections were held in October. A Homecoming Alumni Mixer was hosted during February's Homecoming week and 2008 Summer/Fall programs for alumni were developed at the May meeting. New strategies for recruiting TNCC graduates have been developed to obtain contact information for post graduation communications. Alumni T-shirts were distributed to student respondents during Commencement on May 13, 2008.

- 10.12 Increase number of events held in the Mary T. Christian Auditorium (MTCA) by 10% over FY2007 levels.

Results: Goal Exceeded. Since July 1, MTCA hosted 200 events (performance and non-performance) during 2007-2008 compared to 177 events in 2006-2007, a 13% increase.

- 10.13 Celebrate TNCC's 40th anniversary through a series of College-wide anniversary events throughout the year culminating with Spring Commencement in May 2008.

Results: Goal Achieved. The College kicked off its 40th year anniversary during Commencement 2007 with the theme "Fabulous at Forty." Cornerstone recognition was held December 2007 and the 40th anniversary theme was incorporated in the Annual Holiday Party and Homecoming 2008 events. The 40 Years timeline was published in the 2006-07 Annual Report: Elements of Success. TNCC's first 40 year service award recipients were recognized in April 2008 at the Employee Awards Banquet.

- 10.14 Hold at least one scholarship receipts and donor recognition event by June 30, 2008.

Results: Goal Achieved. The first ever scholarship luncheon was successfully held on March 26, 2008 at the Peninsula Workforce Development Center. Fifty-two (52) scholarship recipients, donors and selected College and Foundation members were in attendance. Presentations were made by three student scholarship recipients.

- 10.15 TNCC will continue to improve campus communication technology to facilitate campus-wide Communication and to enhance future emergency notification capabilities.

- Replace and upgrade existing "N-TV" equipment across the Hampton Campus and extend capability and equipment for the Historic Triangle Campus.
- Equip Templin Hall auditorium with video recording capability.
- Equip Espada Conference Room with video conferencing and recording capability.

Results: Goal Achieved. All improvements and new equipment were installed on time.

- 10.16 Improve Campus Telecommunication Technology to VCCS Standardized Solutions for Voice Over IP (VoIP).

Results: Goal Partially Achieved. This multi-year project is tentatively scheduled for completion in May 2009. The vendors, along with the TNCC IT department, have completed a thorough evaluation of all requirements to include: phone system hardware and software; cabling infrastructure; phone connections and outlets; backup capabilities; and interconnectivity between Hampton and Williamsburg. The final vendor recommendation has been approved and a Master Equipment Leasing Program (MELP) Financing Request has been submitted to the Department of Treasury in Virginia to fund the

- VoIP project. This MELP request includes cable infrastructure upgrades and the VoIP hardware and software. Funding for VoIP at the Historic Triangle campus is in the construction and equipment budgets for the new building.*
- 10.17 Automate strategic planning process by purchasing commercial product or developing internally a project management system to further refine approach to strategic/annual planning at the College by June 30, 2008.
- Results: Goal Not Achieved. Reviewed the Weave Online system in October 2007 for possible implementation. Preliminary cost considerations were prohibitive. Weave will be reevaluated in FY 2009.*
- 10.18 Establish Student Welcome Center with touch-screen computers and help desk to allow students to register for classes more efficiently.
- Results: Goal Achieved. The Welcome Center is operational in Griffin Hall and students are utilizing the new touch-screen kiosks to register for classes.*
- 10.19 Consolidate Campus Police and Parking/ID Services into one localized area for convenience to students, faculty and staff.
- Results: Goal Achieved. Office space was renovated and the Parking Office relocated to Diggs Hall (Business Office), a more convenient area for students, faculty and staff. For additional convenience, students and staff can make decal payments at the Cashier windows.*
- 10.20 Implement voice notification system alerting students on important issues such as tuition payment reminders.
- Results: Goal Not Achieved. TNCC's current telephony system is not capable of voice notification. This capability will be available as part of the VoIP implementation in FY 2009.*
- 10.21 Implement on-line parking decal purchases for Fall 2007.
- Results: Goal Not Achieved. The parking decal system is under review pending resolution of an internal security audit by the IT Department. A decision regarding implementation is projected for FY 2008-2009.*